WHY PEOPLE BEHAVE ALTRUISTICALLY? EFFECT OF PERSONALITY TRAITS AND ORGANIZATIONAL COMMITMENT ON ORGANIZATIONAL CITIZENSHIP BEHAVIOR

KRISHNA SINGH BHANDARI

The International Journal of
INDIAN PSYCHOLOGY

WHY PEOPLE BEHAVE ALTRUISTICALLY? EFFECT OF PERSONALITY TRAITS AND ORGANIZATIONAL COMMITMENT ON ORGANIZATIONAL CITIZENSHIP BEHAVIOR

KRISHNA SINGH BHANDARI

STUDENT, UNIVERSITY OF DELHI

BENITO JUAREZ MARG, SOUTH CAMPUS, SOUTH MOTI BAGH, SOUTH CAMPUS, SOUTH MOTI BAGH, NEW DELHI, DELHI 110021

THE INTERNATIONAL JOURNAL OF INDIAN PSYCHOLOGY

THIS ISSUE (VOLUME 6, ISSUE 4) PUBLISHED, NOVEMBER, 2018

-- -- -- -- -- -- -- -- -- -- -- --

-- -- -- -- -- -- -- --

-- -- -- -- -- -- -- --

-- -- -- -- -- -- -- --

Please submit your work's abstract or introduction to (info.ijip@gmail.com/www.ijip.in)

IJIP's all content automatic indexed to Google Scholar, Google Book Programs, J-Gate, ICI Database.

BOOKLET NO 1

Message from the Desk of Editor

The International Journal of Indian Psychology gives emphasis to the development and retaining of outstanding people. It empowers people to maximize their potential contribution and encourage them to be entrepreneurial. Quality Control - By implementing the strong quality measures & amp; intellectual property law; the journal is eager to develop the strong coordination with researchers, academics & industrial practitioners. Innovation - Being a high energy, fast moving, decisive organization with a strong tendency for action; International Journal of Indian Psychology is constantly looking for new ideas & suggestions.

Mile stone of the journal:
Currently, the journal's Achievement is becoming a major international research journal editors and thesis research. We acquire, develop, market and distribute the knowledge through the dissemination of academics and practitioners from around the world. The journal published by maintains the highest standards of quality, integrated newsrooms by researchers around the world.

At last, I would like to thank *RED'SHINE Publication, Pvt. Ltd*. for this keepsake, and my editorial team, technical team, designing team, promoting team, indexing team, authors and well wishers, who are promoting this journal. As well as I also thankful to *Indian Psychological Association* and President *Prof. Tarni Jee* for gives review team, I also thank you to all Indian Psychological Association members for support us. With these words, I conclude and promise that the standards policies will be maintained. We hope that the research featured here sets up many new milestones. I look forward to make this endeavour very meaningful.

Prof. Suresh Makvana, PhD[1]
Editor in Chief,
HOD & Professor,
Dept. of Psychology,
Sardar Patel University,
Vallabh Vidyanagar,
Gujarat, India

---

[1] @ ksmnortol@gmail.com

INDEX OF VOLUME 6, ISSUE 4

ABSTRACT

A quantitative correlational study was conducted to examine the role of personality traits and organizational commitment in predicting organizational citizenship behavior among employees of private and government sector banks. Data was collected from 120 males and females participants working in to private and government banks of India in different posts. Results indicated significant positive correlation between affective commitment and Altruism (r=.307, p<0.01), continuance commitments and Organizational Compliance (r=.374, p<0.01), affective commitment and organizational compliance (r=.500, p<0.05), Normative Commitment and Altruism (r=.226, p<0.05), continuance Commitment and Altruism (r=.411, p<0.05).extraversion and altruism (r=.225, p<0.05),honesty-humility and Altruism (r=.338, p<0.01), openness to experience and Altruism (r=.213, p<0.05), honesty-Humility and Organizational compliance (r=.252, p<0.05) and organizational compliance and extraversion (r=.282, p<0.01). The result of 2x2 Analysis of variance showed that that there is a statistically significant effect of sector on honesty and humility of employees, $F (1,116) = 15.231$, p=.014, there is a statistically significant effect of Gender on loyal behavior of employees, $F (1,116) = 1.29$, p=.033 and on normative commitment of employees, $F (1,116) = 1.58$, p=.042. Further it was observed in the regression statistic result that traits of honesty-humility and extraversion along with continuance commitment predicts the highest amount of Altruism in employees ($R^2= .356$, p<0.01).

I. INTRODUCTION

In any organization, the human resource is been considered as the most significant resource of the organization. The managers have understood well that the most important factor in achieving competitive advantage is the organization's human resources. Therefore, today the attention is to the commitment and loyalty of human resources to the organization and better performance of their assigned roles and their class of discretionary and spontaneous behaviors that are beyond explicit role requirements that are essential for organizational effectiveness, are the serious concerns of organization administrators. Organizational citizenship behavior (OCB) is generally defined as an individual behavior that is discretionary, not directly or explicitly recognized by the formal reward system, and that in the aggregate promotes the effective functioning of the organization. OCBs are thought to have an important impact on the effectiveness and efficiency of work teams and organizations, therefore contributing to the overall productivity of the organization. A workforce that is committed and go beyond the demands of the duty is a key asset of the organizations in today's world of competition where survival of the organizations itself is a big challenge. Organizations could not survive or prosper without their members behaving as good citizens by engaging in all sorts of positive organization-relevant behavior. Each member of the organization plays a vital role to work in a manner aligns with the goals and objectives of organization and employees who are committed with their work may encourage the other behavioral elements such as OCB and also motivation incurs a strong commitment and ultimately encourages involvement in OCB in broadly manner. Several factors affect the commitment level of the employees that can consider the internal environment, external environment, specific tasks of job and also personality traits of employees. Given that extensive research has not been done in understanding the relationships among personality traits, organizational commitment and the organizational citizenship behavior of public and private sector banking employees, so this research is intended to study the relationship among the relevant personality traits in relation to organizational commitment and organizational citizenship behavior and also understanding the mediating role of organizational commitment in understanding the relationship between relevant personality traits and indicators of organizational citizenship behavior and realize whether there is a significant relationship between these variables or not.

I.1 ORGANIZATIONAL CITIZENSHIP BEHAVIOR

Organizational citizenship behavior (OCB) first derived by Dennis Organ, are the explicit behaviors exhibited by employees that shows their sacrifices, their commitment and the prosperity of the organization. The issue of organizational citizenship was investigated based on the premise that it is essential for organizational effectiveness (Katz and Kahn, 1978). Companies would gladly hire employees who have the skills and qualities required in the working groups and who are expected to demonstrate organizational citizenship behaviours. Similarly, Smith et al. (1983) found that organizations receive some benefits where employees demonstrate organizational citizenship behaviours. They constitute means for maintaining the

social machinery and in fact, it has already been established the effect of organizational citizenship on the efficiency, effectiveness, innovation and adaptability within various organizations (Organ, 1988).

According to Jon L. Pierce et.al. (2002), OCBs have these key features in comments:
- They are voluntary on the part of the employee.
- They are intentional; the employee consciously, decides to perform them.
- They are intended to be positively valued by the employee and the organization.
- The behavior primarily benefits the organization (or co-workers) and not the employees themselves.

Organizational citizenship improves the effectiveness of an organization by:
- **Enhancing productivity** (helping new co-workers; helping colleagues meet deadlines)
- **Freeing up resources** (autonomous, cooperative employees give managers more time to clear their work; helpful behaviour facilitates cohesiveness (as part of group maintenance behaviour).
- **Attracting and retaining good employees** (through creating and maintaining a friendly, supportive working environment and a sense of belonging).
- **Creating social capital** (better communication and stronger networks facilitate accurate information transfer and improve efficiency).
- Enabling the organization to more effectively **adapt to environmental changes**.
- Increasing the **stability of the organization's performance.**

Dimensions of Organizational citizenship behavior:
Smith et al (1983) identified two factors of organizational citizenship behavior. A type of organizational citizenship behavior that is directed at a specific individual- usually a coworker - is termed as altruism. These factors include items such as helping an overloaded worker catch up with the workflow or solve a problem or helping a new worker learn the job.

The second factor termed as compliance or conscientiousness considers the sub factors that are more general and contribute to the group, department or organization e.g. punctual at work, low absenteeism, refraining unnecessary breaks, etc.

Graham (1986) considered civic virtue also as a worthwhile construct of organizational citizenship behavior. Civic virtue describes a posture of responsible, constructive involvement in the political or governance process of the organization.

Organ (1988) elaborates five specific categories of discretionary behavior and the contribution of each to efficiency.

(1)   Altruism is directed towards other individuals, but contributes to group efficiency by enhancing individual's performance; participants help new colleagues and give freely of their time.

(2)   Conscientiousness is the thoughtful use of time to enhance the efficiency of both individuals and the group; participants give more time to the organization and exert effort beyond the formal requirements.

(3)   Sportsmanship increases the amount of time spent on organizational endeavors; participants decrease time spent on whining, complaining and carping.

(4)   Courtesy prevents problems and facilitates constructive use of time; participants give advance notices, timely reminders and appropriate information.

(5)   Civic virtue promotes the interests of the organization broadly; participants voluntarily serve on committees and attend functions.

Graham (1989) proposed four-dimension model of organizational citizenship behavior:

(1)   Interpersonal helping, which focuses on helping coworkers in their jobs when such help is needed.

(2)   Individual initiative, which describes communications to others in the work place to improve individual and group performance.

(3)   Personal industry, which describes the performance of specific task as and beyond the call of duty.

(4)   Loyal boostrism, which describes the promotion of the organizational image to outsiders. Organ (1990b) suggested two more dimensions-

(1)   Cheerleading – involves the celebration of coworkers' accomplishments. The effect is to provide positive reinforcement for positive contributions, which in turn makes such contributions more likely to occur in the future.

(2)   Peacemaking- occurs when someone notices that a conflict is on the verge of developing into a personal war between two or more parties. The peacemaker steps in to the breach, giving people a chance to cool their heads, helping the antagonists save face and helps discussants get back to consideration of personal issues.

I.2 ORGANIZATIONAL COMMITMENT

Early studies on organizational commitment viewed the concept as a single dimension, based on an attitudinal perspective, embracing identification, involvement and loyalty (Porter, Steers, Mowday & Boulian, 1974). Porter et al (1974, p 604) described organizational commitment as an attachment to the organization, characterized by an intention to remain in it; an identification with the values and goals of the organization; and a willingness to exert extra effort on its behalf. Individuals consider the extent to which their own values and goals relate to that of the organization as part of organizational commitment, therefore it is considered to be the linkage between the individual employee and the organization.

The calculative or normative perspective refers to an employee's commitment to continue working for the organization based on the notion of weighing cost benefits of leaving an organization (Hrebiniak & Alutto, 1972). Wiener and Vardi (1980) defined organizational commitment as behavioral intention or reaction, determined by the individual's perception of the normative pressure.

Miller (2003) states that organisational commitment is "a state in which an employee identifies with a particular organisation and its goals, and wishes to maintain membership in the organisation". Organisational commitment is therefore, the degree in which an employee is willing to maintain membership due to interest and association with the organisation's goals and values.

Organisational commitment as an attitude reflects feelings such as attachment, identification and loyalty to the organisation as an object of commitment. Meyer, Allen and Gellantly (1990) also suggest that organisational commitment as an attitude is characterised by a favourable positive cognitive and affective components about the organisation.

Meyer and Allen (1984) initially viewed organisational commitment as two-dimensional namely, **Affective and Continuance**. Meyer and Allen (1984) defined the first dimension, namely *affective commitment* as "positive feelings of identification with, attachment to and involvement in the work organisation", and they defined the second dimension, namely *continuance commitment* as "the extent which employees feel committed to their organisation by virtue of the costs that they feel are associated with leaving". After further research, Allen and Meyer (1990) added a third dimension, namely ***normative commitment***. Allen and Meyer (1990) define normative commitment as "the employee's feelings of obligation to remain with the organisation". Consequently, the concept organisational commitment is described as a tri-dimensional concept, characterised by the affective, continuance and normative dimensions.

Common to the three dimensions of organisational commitment is the view that **organisational commitment is a psychological state that characterizes organisational members' relationship with the organisation and has implications for the decision to continue or discontinue membership in the organisation.**

ORGANISATIONAL COMMITMENT MODEL
Meyer and Allen (1997, p 106) use the tri-dimensional model to conceptualize organisational commitment in three dimensions namely, affective, continuance and normative commitments. These dimensions describe the different ways of organisational commitment development and the implications for employees' behavior.

Affective commitment dimension:

The first dimension of organisational commitment in the model is affective commitment, which represents the individual's emotional attachment to the organisation. According to Meyer and Allen (1997) affective commitment is "the employee's emotional attachment to, identification with, and involvement in the organisation". Organisational members who are committed to an organisation on an affective basis, continue working for the organisation because they want to (Meyer & Allen, 1991). Members who are committed on an affective level stay with the organisation because they view their personal employment relationship as congruent to the goals and values of the organisation.

The strength of affective organisational commitment is influenced by the extent to which the individual's needs and expectations about the organisation are matched by their actual experience (Storey, 1995).

The organisational commitment model of Meyer and Allen (1997) indicates that affective commitment is influenced by factors such as job challenge, role clarity, goal clarity, goal difficulty, receptiveness by management, peer cohesion, equity, personal importance, feedback, participation, and dependability. Individuals' affective attachment to their organizations is firstly based on identification with the desire to establish a rewarding relationship with an organisation. Secondly, through internalization, this refers to congruent goals and values held by individuals and the organisation. In general, affective organisational commitment is concerned with the extent to which an individual identifies with the organisation (Allen & Meyer, 1990).

Continuance commitment dimension:

Meyer and Allen (1997, p 11) define continuance commitment as "awareness of the costs associated with leaving the organisation". It is calculative in nature because of the individual's perception or weighing of costs and risks associated with leaving the current organisation (Meyer & Allen, 1997). Meyer and Allen (1991, p 67) further state that "employees whose primary link to the organisation is based on continuance commitment remain because they need to do so".

This indicates the difference between continuance and affective commitment. The latter entails that individual's stay in the organisation because they want to.

Organisational members develop commitment to an organisation because of the positive extrinsic rewards obtained through the effort-bargain without identifying with the organisation's goals and values. The strength of continuance commitment, which implies the need to stay, is determined by the perceived costs of leaving the organisation (Meyer & Allen, 1984). Best (1994) indicates that "continuance organisational commitment will therefore be the strongest when availability of alternatives are few and the number of investments are high". This argument supports the view that when given better alternatives, employees may leave the organisation.

Tetrick (1995) described the concept continuance organizational commitment as an exchange framework, whereby performance and loyalty are offered in return for material benefits and rewards. Therefore, in order to retain employees who are continuance committed, the organisation needs to give more attention and recognition to those elements that boost the employee's morale to be affectively committed.

Normative commitment dimension:

Meyer and Allen (1997) define normative commitment as "a feeling of obligation to continue employment". Internalized normative beliefs of duty and obligation make individuals obliged to sustain membership in the organisation. Wiener and Vardi (1980) describe normative commitment as "the work behavior of individuals, guided by a sense of duty, obligation and loyalty towards the organisation". Organisational members are committed to an organisation based on moral reasons. The normative committed employee considers it morally right to stay in the organisation, regardless of how much status enhancement or satisfaction the organisation gives him or her over the years.

The strength of normative organisational commitment is influenced by accepted rules about reciprocal obligation between the organisation and its members (Suliman & Iles, 2000). The reciprocal obligation is based on the social exchange theory, which suggests that a person receiving a benefit is under a strong normative obligation or rule to repay the benefit in some way (McDonald & Makin, 2000). This implies that individuals often feel an obligation to repay the organisation for investing in them, for example through training and development.

Meyer and Allen (1991) argue that "this moral obligation arises either through the process of socialization within the society or the organisation". In either case it is based on a norm of reciprocity, in other words if the employee receives a benefit, it places him or her, or the organisation under the moral obligation to respond in kindness or in equivalent favorable form

Stages of organisational commitment:

Organisational commitment develops through stages, which are outlined by O'Reilly (1989) as compliance, identification and internalization.

Compliance stage;

The first stage, namely compliance centralizes around the employee accepting the influence of others mainly to benefit from them, through remuneration or promotion (O'Reilly, 1989). At this stage, attitudes and behaviours are adopted not because of shared beliefs but simply to gain specific rewards. The nature of organisational commitment in the compliance stage is associated with the continuance dimension commitment, where the employee is calculative with the need to stay in the organisation when evaluating the rewards (Beck & Wilson, 2000). This implies that at this stage employees stay in the organisation because of what they receive (Meyer & Allen, 1997).

Identification stage;

The second stage, namely identification occurs when employees accept the influence of others in order to maintain a satisfying self-defining relationship with the organisation (O'Reilly, 1989). Employees feel proud to be part of the organisation; they may regard the roles they have in the organisation as part their self-identity (Best, 1994). Organisational commitment at this stage is based on the normative dimension (Meyer & Allen, 1997). The individual stays because he or she should and is guided by a sense of duty and loyalty towards the organisation.

Internalization stage;

The last stage, namely internalization takes place when the employee finds the values of the organisation to be intrinsically rewarding and congruent with his or her personal values (O'Reilly, 1989). Organisational commitment at this level is based on the affective dimension (Meyer & Allen, 1997). The employee at this stage develops not only the sense of belonging but passion to belong to the organisation hence the commitment is based on a "want to stay" basis. The values of the individual are therefore congruent with those of the group and the organization (Suliman & Iles, 2000).

FACTORS AFFECTING ORGANISATIONAL COMMITMENT:

There are a variety of factors that shape organisational commitment. Such factors include the following: job-related factors; employment opportunities; personal characteristics; positive relationships; organisational structure; and management style.

Job-related factors

Organisational commitment is an important job-related outcome at the individual level, which may have an impact on other job-related outcomes such as turnover, absenteeism, job effort, job role and performance or vice versa (Randall, 1990). The job role that is ambiguous may lead to lack of commitment to the organisation and promotional opportunities can also enhance or diminish organisational commitment. According to Baron and Greenberg (1990) the higher the level of responsibility and autonomy connected with a given job, the lesser repetitive and more interesting it is, and the higher the level of commitment expressed by the person who fill it.

Employment opportunities:

The existence of employment opportunities can affect organisational commitment (Curry et. al., 1996). Individuals who have a strong perception that they stand a chance of finding another job may become less committed to the organisation as they ponder on such desirable alternatives. Where there is lack of other employment opportunities, there is a tendency of high level of organisational commitment (Vandenberghe,1996). As a result, membership in the organisation is based on continuance commitment, where employees are continuously calculating the risks of remaining and leaving.

Personal characteristics:

Organisational commitment can also be affected by the employee's personal characteristics such as age, years of service and gender (Meyer & Allen, 1997). Baron and Greenberg (1990) stated that "older employees, those with tenure or seniority, and those who are satisfied with their own levels of work performance tend to report higher levels of organisational commitment than others". This implies that older people are seen to be more committed to the organisation than other age groups. Another personal characteristic that may affect organisational commitment is associated with gender (Meyer & Allen, 1997). However, it is argued that gender differences in commitment are due to different work characteristics and experiences that are linked to gender.

Work environment:

The working environment is also identified as another factor that affects organisational commitment. One of the common working environmental conditions that may affect organisational commitment positively is partial ownership of a company. Ownership of any kind gives employees a sense of importance and they feel part of the decision-making process (Klein, 1987). This concept of ownership which includes participation in decision-making, on new developments and changes in the working practices, creates a sense of belonging (Armstrong, 1995).

Positive relationships:

According to Randall (1990) "the supervisory relationship can affect organisational commitment either positively or negatively". A positive supervisory relationship depends on how work-related practices such as performance management are being implemented in the organisation. . When individuals find the supervisory relationship to be fair in its practices, they tend to be more committed to the organisation (Benkhoff, 1997). Other work relationships, such as teams or groups, which exist in the workplace, can affect organisational commitment. Organisational members can demonstrate commitment when they are able to find value through work relationships (Mathieu & Zajac, 1990). When work relationships reflect mutual respect to individuals, they are able to commit themselves to the organisation.

Organisational structure and Management Style:

Organisational structure plays an important role in organisational commitment. Bureaucratic structures tend to have a negative effect on organisational commitment. Zeffanne (1994) indicated that the removal of bureaucratic barriers and the creation of more flexible structure are more likely to contribute to the enhancement of employee commitment both in terms of their loyalty and attachment to the organisation. The management can increase the level of commitment by providing the employees with greater direction and influence (Storey, 1995).

Gaertner (1999) argues that "more flexible and participatory management styles can strongly and positively enhance organisational commitment". Organizations need to ensure that their management strategies are aimed at improving employee commitment rather than compliance.

I.3 PERSONALITY

Personality is the unique way in which each individual thinks, acts, and feels throughout life. Personality is the dynamic organization within the individual of those psychophysical systems that determine his characteristics behavior and thoughts (Allport, 1961). According to this definition, the behavior or thoughts of any individual are determined by the psychological traits, which determine how an individual deals with the environment around him or her organized in a dynamic unit.

Morton Prince (1854-1929) described personality as "Sum total of all, the biological innate dispositions, impulses, tendencies, appetites and instincts of the individual and the acquired disposition and tendencies".

Dr. N.L. Munn (1997) defined personality as the most characteristic integration of an individual structure, modes of behavior, interest attitudes and abilities and aptitudes, especially from the point of adjustment in social situations.

McAdams and Pals (2006), define personality as an individual's unique variation on the general evolutionary design for human nature, expressed as a developing pattern of dispositional traits, characteristic adaptations, and integrative life stories complexly and differentially situated in culture.

An individual's personality begins with biologically innate components, both those shared with others and those that are distinct because of heredity or other influences; that over the life course, these innate tendencies are channeled by the influence of many factors, including family experience, culture and other experience; and that the resulting pattern of habitual behaviours, cognitions, emotional patterns, and so on constitutes personality.

THEORIES OF PERSONALITY

In psychology the topic of personality has attracted a lot of researches and they all define personality in their own way, most theories of personality lie under major four of these theories given below and each of these theories has a different perspective of defining personality including how people differ from each other.

THE PSYCHOANALYTIC PERSPECTIVE

The psychoanalytic perspective of personality emphasized upon childhood experiences and on unconscious mind and this perspective was given by Sigmund Freud , According to Freud our childhood experiences and unconscious mind plays a huge role of determining our personality. He gave the concept of psychosexual stages and said that problems or misbehavior arises due to any problem during these stage or if a child stuck on any of the stage .Neo-Freudians like Erik Erikson, Carl Jung, Alfred Adler believed on the concept of unconscious mind but disagree with other aspects of Freud theories.

THE HUMANISTIC PERSPECTIVE

The humanistic perspective known as the 'Third Force' in psychology and humanistic believed that individuals possess the freedom to choose their destiny, free will, the achievement of one's full potential. Humanistic have more positive outlook and they believed that anyone can achieve their full potential and reach to their goals. Carl Rogers believed on the inherent goodness of people and focused upon the free will and psychological growth of individual and Abraham Maslow suggested that humans are motivated by the hierarchy of needs, when the lower level needs are fulfilled then the individual moved to the next level needs.

THE TRAIT PERSPECTIVE

The trait perspective of personality focuses upon the identifying, describing and measuring traits that distinguish one individual from another on the basis of those traits,traits are the characteristics that is caused by the genetic and considered as distinguish quality that differ from one person to another like one person is extrovert and one person is introvert.

Hans Eysenck suggested that there are three dimensions of personality like Extroversion-introversion, Emotional stability – neuroticism and psychoticism whereas Raymond Cattell identified 16 personality traits that he believed that could be used to understand and measure the individual differences and Robert McCrae and Paul Costa introduced the concept of big five theory, which has five key dimensions of personality like extraversion , neuroticism, openness to experience , conscientiousness and agreeableness.

THE SOCIAL COGNITIVE PERSPECTIVE

The social cognitive perspective of personality focuses upon the importance of observational learning, cognitive processes, situational influences and self- efficacy. Albert Bandura focused upon the importance of social learning or learning through observation.

The Five-Factor Model of Personality

The 'Big Five' model implies that personality consists of five relatively independent dimensions that altogether provide a meaningful taxonomy for the study of individual differences. These five dimensions are Openness to Experience, Conscientiousness, Extraversion, Agreeableness and Neuroticism. Each of the Big Five dimensions is like a bucket that holds a set of traits that tend to occur together. Our interpretation of the Big Five directly corresponds to our measurement of the five-factor model of personality.

Openness to experience refers the number of interests to which one is attracted and the depth to which those interests are pursued. The behavioral tendencies typically associated with Openness to Experience include being imaginative, cultured, curious, original, broad minded, intelligent (Digman, 1990), and having a need for variety, aesthetic sensitivity, and unconventional values (McCrae & John, 1992).

Conscientiousness refers to the number of goals on which one is focused. It is related to dependability and volition and the typical behaviors associated with it include being hard working, achievement- oriented, persevering, careful, and responsible (Barrick & Mount, 1991). Extraversion refers to the level of sensory stimulation with which one is comfortable. The behavioral tendencies used to measure this factor include being sociable, gregarious, assertive, talkative, and active (Barrick & Mount, 1991). Agreeableness refers to the number of sources from which one takes one's norms for right behavior. The behavioral tendencies typically associated with this factor include being courteous, flexible, trusting, good-natured, cooperative, forgiving, soft-hearted, and tolerant (Barrick & Mount, 1991).

Neuroticism refers to the number and strength of stimuli required to elicit negative emotions in a person. Typical behaviors associated with this factor include being anxious, depressed, angry, embarrassed, emotional, worried, and insecure (Barrick & Mount, 1991).

HEXACO MODEL
This model was given by Ashton and Lee and it was based on their findings of series of lexical studies involving several languages (European and Asian languages) The HEXACO model of personality gives Six domains of humans personality which includes Honesty-Humility(H),Emotionality(E),Extraversion (X),Agreeableness (A),Conscientiousness(C) and Openness to experience (O) .Each domain is composed of traits with characteristics indicating high and low level of domains ,this model was builds on the work of Costa and McCrae and Goldberg ,therefore it shares many similar elements with other trait models ,although it is unique due to addition of the Honesty-Humility domain .

Honesty-Humility :Persons who are high on this scale do not or avoid manipulating others for their own benefit, are not much interested in luxuries and wealth or can say that don't like show off and are sincere and don't like to break rules ,and feel no special desire to gain special entitlement to elevated social status and on the other side those who are low on Honesty – Humility can manipulate others for their personal gain and are more prone to break rules and are motivated by materialistic things and feel a strong sense of self-importance.

The Honesty-Humility factor of HEXACO model measures individual differences in people's loyalty, honesty, sincerity, faithful deceitful, greed avoidance, pretentious, modesty, fairness and it has been shown to predict vengefulness, creativity, workplace delinquency, riskybehaviourand other personality traits and outcomes which are not accounted for by five-factor model. Since the initial development of the HEXACO personality inventory in the early 20000's the HEXACO model is used in various dimensions of psychology .Level of Honesty-Humility have been found to be related to levels of creativity and in one study, Researchers found the people In one study, it was found that people high in honesty-humility consistently indulge in productive work

behaviours where on the other side those who are low on honesty humility were found to participate in counterproductive behaviour.

FACTORS AFFECTING THE PERSONALITY

1.   Genetic factors: Many theorists believed that genes have a major role in determining the personality of an individual like Freud, believed that personality has biological basis where others believed that affected by the social and cultural factors.

2.   Early experience: Most of the theorists of personality think that personality development is a continuous process. Freud emphasis upon childhood experiences as the determinants of personality, the early years play very important role in the shaping of personality. Although immediate environment and experiences are also found to be of immense value and affect the personality of an individual.

3.   Primary groups: Family plays a huge in shaping the personality of an individual. The relationship during initial stages of life with family members are Important, Freud believed that many of problems faced by adults were due to faulty child rearing practices leading them to emotional disturbances.

4.   Culture: Individuals living in same culture often share similar practices, beliefs and value like the people belongs from individualistic culture are considered as extrovert more than the individual belongs to collectivistic culture. The child is supposed to learn to behave in the manner expected by the culture like boys and girls are supposed to show different personality traits although the effect of culture may not be uniform for all belonging to the same culture, people might have unique experiences like someone who belong to collectivistic culture may be an extrovert and independent than the individual who belongs to individualistic culture.

I.4 REVIEW OF LITERATURE

Organ and Riyan (1995) performed a meta-analysis research of 55 studies and came to conclusion that affective commitment is related both to altruism and dimensions of OCB considerably and that consciousness was the best personality predictor of Organizational Citizenship behavior.

Cetin, Sert and Gurubz (2015) meta analyzed with 86 primary samples, the correlation between organizational commitment (OC) and organizational citizenship behavior (OCB). A moderate positive correlation was found between organizational commitment and organizational citizenship behavior.

Dorothea Wahyu Ariani (2014) tried to find the relation between self- esteem personality, affective organizational commitment, extrinsic job satisfaction and Organizational citizenship

Behavior. The results proved that there is significant positive effect has been observed on Organizational citizenship Behavior by self–esteem personality and affective Organizational commitment whereas Extrinsic Job satisfaction has negative effect on Organizational citizenship Behavior.

The study by Kaur and Singh (2014) on 300 middle level managers from various multi-national companies situated in northern India, examined the role of personality dimensions in occurrence of Organizational Citizenship Behavior at workplace. The results revealed that Neuroticism dimension of personality was negatively correlated with Organizational Citizenship Behavior. As far as Conscientiousness, Openness to experience, Agreeableness and Extraversion were concerned; all these dimensions were positively correlated with Organizational Citizenship Behavior.

Parvin (2008) has studied the simple and combinational relationships between the personality dimensions and organizational commitment of middle school and high school teachers in West Islamabad city. According to the results of this study, a significant relationship was observed between the following: neuroticism and affective commitment; extraversion and affective and normative commitment; openness and affective commitment; continuous commitment and normative commitment; agreeableness and affective commitment; conscientiousness and affective and normative commitment.

Witt and Barrick (2002) studied the relationship between personality traits (conscientiousness and agreeableness) and job performance and organizational commitment of 400 employees of a company in USA. The results indicated that the individuals who had high score on conscientiousness and agreeableness scale have shown a high organizational commitment.

Erdheim et al. (2006) explored the relationship between the five-factor model of personality and organizational commitment model. The results showed that the extraversion had significant relationship with affective commitment, continuance commitment and normative commitment. Neuroticism, conscientiousness and openness were related to continuous commitment and finally agreeableness had a significant relationship with normative commitment.

The results of a meta-analysis of 67 studies containing 27500 individuals showed that there was a negative relationship between organizational commitment and absenteeism (Griffeth, Hom & Gaertner, 2000). These results suggest that managers should pay more attention to organizational commitment in order to increase job satisfaction, and job performance and to reduce absenteeism.

Singh and Singh (2009) in their study with 188 front level managers to examine the role of personality in organizational citizenship behavior revealed that Conscientiousness and

Extraversion dimensions of personality were found to be significantly positively correlated with all the five dimensions of OCB. Agreeableness dimension of personality was significantly positively correlated with all the five dimensions of OCB except civic virtue. Neuroticism dimension of personality was significantly negatively correlated with sportsmanship, courtesy and altruism dimensions of OCB.

Mahdiuon et al. (2010) in his study with 213 expert staff of Tehran University found that some of the big-five personality traits, that is, conscientious personality, agreeable personality, and open to experience personality, are variables in predicting the staff's organizational citizenship behavior.

Rurkkhum and Bartlett (2012) in their study with 522 employees of four large Thai organizations reported that organizational commitment had a significant effect on organizational citizenship behavior from the perspectives of civic virtue behavior, altruistic behavior, conscientious behavior, sportsmanship behavior, and courteous behavior.

I.5 RATIONALE OF THE STUDY

The present study will aim to understand the relationships among personality traits, organizational commitment and organizational citizenship behavior and to examine the effects of the personality traits and organizational commitments on organizational citizenship behavior (OCB) among employees of private and public sector. Lack of appropriate empirical support to personality and OCB relationship, organizational commitment and OCB aggravated the researcher to examine the degree and direction and their relationship in Indian context. This study hence, will also try to examine the role of organizational commitment and personality factors in predicting citizenship behavior among public and private bank employees.

In general, the literature shows that personality traits or attributes can influence the decisions and organizational behaviors of employees. As personality factors have been found to generally influence the way people decide and behave, a range of studies have investigated the relationship between personality factors and organizational commitment of employees. But no studies have been conducted on Indian context using the HEXACO six dimensional model of human personality for understanding the relationship between six personality factors and organizational citizenship behavior.

Organizational commitment is one of the important motive issues on which the individual gets his identity in the organization, gets participation in the organization, incorporates in it and enjoys the membership of it. The organizations should support the affective and moral commitment in their personnel in order to develop strong citizenship behavior, which in turn improves an organization's effectiveness. The organizational commitment with demonstrations of citizenship behavior, civic virtue, and courtesy and altruism dimensions may impact the

organization and the community creating a good base to improve the quality of life. Thus, it is important to examine the relationship between organizational citizenship behavior and organizational commitment and the effect of various personality factors and organizational commitment, if any, on the citizenship behavior of employee in an organization.

II METHODOLOGY

II.1 OBJECTIVES:

o   To assess the personality traits, level of organizational commitment and dimensions of organizational citizenship behavior among employees of private and public sector organizations.

o   To study correlation between organizational commitment and citizenship behavior.

o   To study correlation between personality traits and citizenship behavior.

o   To study the role of organizational commitment and citizenship behavior in predicting organizational citizenship behavior.

II.2 RESEARCH HYPOTHESES:

There will be a statistically significant correlation between dimensions of organizational commitment and dimensions of organizational citizenship behavior.

H1:   There will be a significant positive correlation between affective commitment and Altruism.

H2:   There will be a significant positive correlation between continuance Commitment and organizational compliance.

H3:   There will be a significant positive correlation between normative Commitment and Altruism.

H4:   There will be a significant positive correlation between affective Commitment and organizational compliance.

H5:   There will be a significant positive correlation between continuance Commitment and Altruism There will be a statistically significant correlation between personality traits and organizational citizenship behavior.

H6:   There will be a significant positive correlation between extraversion and Altruism.

H7:   There will be a significant positive correlation between Honesty-Humility And Altruism.

H8:   There will be a significant positive correlation between openness to Experience and altruism.

H9:   There will be a significant positive correlation between organizational Compliance and honesty- humility.

H10:   There will be a significant positive correlation between organizational Compliance and extraversion. Organizational commitment and Personality factors will be significant predictors of organizational citizenship behavior.

H11:   Affective commitment will significantly predict Altruism.

H12:   Continuance commitment will significantly predict Altruism.

H13:   Affective commitment will significantly predict organizational compliance.

II.3 PARTICIPANTS

Sector	Male	Female
Government	30	30
Private	30	30
Total	60	60

The participants comprised of 120 (60 males, 60 females) employees out of which 30 males and 30 females working in private banks and 30 males and 30 females are working in government banks. Data was collected from participants using both online and walk in methods. Participants belong to various parts of India and their age ranges from 21 years to 57 years with a Mean of 30.56 years and SD 7.25 years. The mean age of male was 29.36 years and SD 6.78 years. The mean age of females was 31.76 years and SD 7.56 years.

II.4 MEASURES

HEXACO-60 short form will be used for measurement of personality, Sharma and Jain scale (Indian Context) for measuring organizational citizenship behavior and Allen & Meyer organizational commitment scale.

HEXACO-60 (SHORT FORM): A short personality inventory named HEXACO–60 evaluates six dimensions, which are honesty, emotionality, extraversion, agreeableness, conscientiousness, openness to experience given in HEXACO model of personality structure. 10 items are selected for each of the six dimensions and these are taken from the longer form HEXACO PI-R. (Ashton & Lee, 2008; Lee & Ashton, 2004, 2006) with the goal of demonstrating the wide range of content that defines each dimension. In self-report data from samples of community adults and college students, the scales presented reasonably high levels of internal consistency reliability and low inter-scale correlations. This measure is recommended when time for administration is limited. Also Correlations between Big Five factors measures and HEXACO–60 scales were found consistent with theoretical expectations, and convergent correlations between observer reports and self-reports on the HEXACO–60 scales were high, averaging above .50.

Sharma and Jain's organizational citizenship scale: Sharma and Jain's organizational citizenship scale was used for measuring organizational citizenship behavior among employees in Indian context. It consists of four dimensions namely- **Altruism** (measured by 22 items) which includes creating healthy and cheerful atmosphere at workplace, listening to co-workers problems and providing solutions, trying to improve working conditions, volunteering to take additional tasks,

spreading goodwill in the organization, giving constructive suggestions for improvement, being enthusiastic about my job and about co-workers welfare, helping subordinates to develop required skills, providing suggestions to co-workers related to their work, consulting colleagues whenever possible, following organization's rules even when not watched, taking initiative for new assignments, helping new employees adjust in new working environment, protecting organizational resources etc., **Organizational compliance** (measured by 5 items) includes boosting organization's image, promoting organization's products and services, projecting good image of organization to the people, providing suggestions to co-workers related to their work, **Sportsmanship** (measured by 6 items) includes not complaining about insignificant things at workplace, putting extra effort on job, taking feedback from co-workers and superiors include not complaining about insignificant things at workplace, putting extra effort on job, taking feedback from co-workers and superiors and **Loyalty** (measured by 3 items) is measured when a respondent gives his opinion regarding his views on buying shares of company at market price, ready to send children in his company and feeling that the company is best in industry to work for. There are total 36 items in the scale. The reliability of the scale is +0.89 and validity of the scale is +0.94.

Allen & Meyer organizational commitment scale: Developed by Natalie Allen and John Meyer, this questionnaire consists of total 24 items, it consists of and is divided into three dimensions namely- Affective commitment (consists of 8 items) is positive feelings of identification with, attachment to and involvement in the work organisation, Continuance Commitment (consists of 8 items) is the extent which employees feel committed to their organisation by virtue of the costs that they feel are associated with leaving and finally Normative commitment (consists of 8 items) is the employee's feelings of obligation to remain with the organisation. It is a seven point rating scale.

II.5 SATISTICAL TECHNIQUES
Statistical techniques used for the analysis of data will be descriptive statistics, correlation, regression, Path Analysis and analysis of variance (ANOVA).

III. RESULTS AND DISCUSSION

III.1 Descriptive statistics of the Study variables:

Variable	Mean	SD	Skewness	Kurtosis
Honesty-Humility	32.94	5.517	.057	-.512
Extraversion	34.71	4.65	.223	.208
Emotionality	31.17	4.57	-.43	1.612
Agreeableness	32.67	3.53	.187	-.43
Conscientiousness	31.54	4.22	.295	-.069
Openness to Experience	33.25	4.68	.322	-.580
Affective Commitment	34.50	6.83	-.58	.55
Continuance Commitment	32.98	5.50	-.16	-.30
Normative Commitment	35.24	4.42	.773	.310
Altruism	81.85	13.133	-.763	-.401
Organizational Compliance	18.81	3.64	-.526	-.250
Sportsmanship	21.05	3.55	-.165	-.876
Loyalty	9.37	2.42	-.140	-.592

All the variables show little variations from a normal distribution sample. Variables like emotionality, affective commitment, continuous commitment, altruism, organizational compliance, Sportsmanship and loyalty are negatively skewed i.e. most of the scores in these variables fall toward the higher side of the scale and there are very few low scores.

Variables like Honesty-humility, extraversion, conscientiousness, agreeableness, openness to experience and normative commitment are positively skewed i.e. most of the scores in these variables fall toward the lower side of the scale and there are very few high scores.

Distributions of scores in the variables like extraversion, emotionality, affective commitment and normative commitment have formed positive kurtosis, called leptokurtic. Thus, the scores in these distributions have outliers and scores are more clustered around the mean score. Distribution of scores in variables like Honesty-humility, conscientiousness, agreeableness, openness to experience, continuous commitment, altruism, organizational compliance, Sportsmanship and loyalty form negative kurtosis, called platykurtic. Thus, the scores in these distributions lacks outliers and scores are less concentrated around the mean score.

All the variations observed in the Skewness and kurtosis of the distribution of scores of all the variables are very little which depicts that the scores of the sample on all the variables are closer to a normal distribution.

III.2 Correlation Analyses:

	Variables	Mean	SD	1	2	3	4	5	6	7	8	9	10
1	Honesty-Humility	32.94	5.517	1	.241**	.148	.066	.139	.097	.338**	.252**	.214*	.028
2	Emotionality	31.17	4.57	.	1	-.124	-.09	.129	-.21*	.008	-.021	-.096	-.063
3	Extraversion	34.71	4.65			1	.263**	.089	.426**	.225*	.282**	-.010	.361**
4	Agreeableness	32.67	3.53				1	.230*	.181*	.047	.002	-.025	.201*
5	Conscientiousness	31.54	4.22					1	.227*	.142	.157	.051	-.007
6	Openness to Experience	33.25	4.68						1	.213*	.063	.110	-.001
7	Altruism	81.85	13.133							1	.746**	.620**	.363**
8	Organizational Compliance	18.81	3.64								1	.511**	.418**
9	Sportsmanship	21.05	3.55									1	.443**
10	Loyalty	9.37	2.42										1

**Correlation is significant at the 0.01 level.
*Correlation is significant at the 0.05 level.

	Variables	Mean	SD	1	2	3	4	5	6	7
1	Affective Commitment	34.50	6.83	1	.262**	.388**	.307**	.500**	.149	.083
2	Continuance Commitment	32.98	5.50		1	.243**	.411**	.374**	.353**	.161
3	Normative Commitment	35.24	4.42			1	.226*	.304**	.104	.103
4	Altruism	81.85	13.133				1	.746**	.620**	.363**
5	Organizational Compliance	18.81	3.64					1	.511**	.418**
6	Sportsmanship	21.05	3.55						1	.443**
7	Loyalty	9.37	2.42							1

**Correlation is significant at the 0.01 level.
*Correlation is significant at the 0.05 level.

Pearson Product Moment Correlation was computed to measure the direction and degree of the relationship between all the factors of organizational commitment, personality (HEXACO) and organizational citizenship behavior.

The results show that personality factor Honesty-humility has significant positive correlation with citizenship behavior factors such as Altruism (.338, $p<.01$), Organizational Compliance (.252, $p<0.01$) and Sportsmanship (.214, $p<0.05$). Extraversion has significant positive correlation with Altruism (.225, $p<0.05$), Organizational compliance (.282, $p<0.01$) and Loyalty (.361, $p<0.01$). Agreeableness has significant positive correlation with Loyalty (.201, $p<0.05$) and openness to experience has significant positive correlation with Altruism (.213, $p<0.05$). Personality factor Conscientiousness does not have any significant correlation with any of the citizenship behavior factors.

The results also show that organizational commitment factor Affective commitment has a significant positive correlation with Altruism (.307, $p<0.01$) and with organizational compliance (.500, $p<0.01$). Continuous commitment has significant positive correlation with Altruism (.411, $p<0.01$), organizational compliance (.374, $p<0.01$) and sportsmanship (.353, $p<0.01$). Normative

Commitment has significant positive correlation with Altruism (.226, $p<0.05$) and organizational compliance (.304, $p<0.01$).

III.3 ANALYSIS OF VARAINCE

Dependent variable: Honesty-Humility.

Source of variation	Sum of Squares	df	Mean Square	F	Sig
Gender	35.208	1	35.208	1.294	.258
Sector	414.408	1	414.408	15.231	.000
Gender*Sector	16.875	1	16.875	.620	.433
Error	3156.100	116	27.208		

The result shows that there is a statistically significant effect of sector on honesty and humility of employees, $F (1,116) = 15.231$, $p=.014$. There is no significant effect of Gender on honesty-humility of employees and also there is no statistically significant interaction between the effects of gender and sector on honesty-humility.

Dependent Variable: Loyalty.

Source of variation	Sum of Squares	df	Mean Square	F	Sig
Gender	27.075	1	27.075	1.294	.033
Sector	1.875	1	1.875	15.231	.571
Gender*Sector	.408	1	.408	.620	.791
Error	672.767	116	5.800		

The result shows that there is a statistically significant effect of Gender on loyal behavior of employees, $F (1,116) = 1.29$, $p=.033$. There is no significant effect of Sector on loyal behavior of employees and also there is no statistically significant interaction between the effects of gender and sector on loyal behavior of employees.

Dependent Variable: Normative Commitment

Source of variation	Sum of Squares	df	Mean Square	F	Sig
Gender	81.675	1	81.675	1.585	.042
Sector	9.07	1	9.075	.470	.494
Gender*Sector	1.008	1	1.008	.052	.820
Error	2238.233	116	19.295		

The result shows that there is a statistically significant effect of Gender on normative commitment of employees, $F(1,116) = 1.58$, $p=.042$. There is no significant effect of Sector on normative commitment of employees. There is no statistically significant interaction between the effects of gender and sector on normative commitment of employees.

III.4 REGRESSION ANALYSES

Showing Regression summary of Altruism as predicted variable and Affective Commitment as significant predictor:

Model	Predictor	Constant	R^2	β	F-value	Significance
1	Affective Commitment	59.21	.094	.307	12.251	.001

Dependent Variable - Altruism.

The result of Altruism regressed on Affective commitment, the effect of affective commitment on altruism is significant and its coefficient is positive ($R^2= .094$, $p<.01$), indicating that more the amount of affective commitment among employees greater they show altruistic behavior.

Showing Regression summary of organizational compliance as predicted variable and Affective Commitment as significant predictor:

Model	Predictor	Constant	R^2	β	F-value	Significance
1	Affective Commitment	8.56	.250	.500	39.38	.001

Dependent variable – Organizational compliance.
The result of organizational compliance regressed on Affective commitment, the effect of affective commitment on organizational compliance is significant and its coefficient is positive (R^2= .250, p<.01), indicating that more the amount of affective commitment among employees greater they show compliance towards their organization.

Showing Regression summary of Altruism as predicted variable and Honesty-Humility as significant predictor:

Model	Predictor	Constant	R^2	β	F-value	Significance
1	Honesty-Humility	55.34	.114	.338	15.236	.000

Dependent Variable - Altruism.
The result of Altruism regressed on Honesty-Humility, the effect of honesty-humility on organizational compliance is significant and its coefficient is positive (R^2= .114, p<.01), indicating that employees with traits of honesty and humility show greater amount of altruistic behavior in their organization.

Showing Regression summary of Altruism as predicted variable and Continuance commitment, honesty-humility and Extraversion as significant predictors:

Model	Predictor	Constant	R^2	β	F-value	Significance
1	Continuance commitment	49.53	.169	.411	23.98	.000
2	Continuance	15.28	.32	.456	27.51	.000

Model	Predictor	Constant	R^2	β	F-value	Significance
	commitment,					
	Honesty-Humility.			.391		
3	Continuance commitment,	-1.944	.356	.463	21.40	.000
	Honesty-Humility			.363		
				.193		
	Extraversion					

Dependent Variable - Altruism.

The result of Altruism regressed on Honesty-Humility, Extraversion and Continuous commitment. The effect of honesty-humility, Extraversion and Continuous commitment on Altruism is significant and its coefficient is positive and hence they predict Altruism (R^2= .356, p<.01), indicating that employees with traits of honesty and humility and extraversion along with continuous commitment for their organization show greater amount of altruistic behavior in their organization.

Showing Regression summary of Organizational Compliance as predicted variable and affective commitment, continuous commitment, and honesty-humility as significant predictors:

Honesty-humility and Extraversion as significant predictors:

Model	Predictor	Constant	R^2	β	F-value	Significance
1	Affective commitment	8.56	.250	.500	39.384	.000
2	Affective commitment,	4.27	.31	.431	26.71	.000

Model	Predictor	Constant	R^2	β	F-value	Significance
	Continuous commitment			.261		
3	Affective commitment,	-2.237	.389	.416	24.65	.000
	Continuous commitment,			.297		
	Honesty-Humility			.278		

Dependent Variable – Organizational Compliance.

The result of organizational compliance regressed on Honesty-Humility, affective commitment and Continuous commitment. The effect of honesty-humility, affective commitment and Continuous commitment on organizational compliance is significant and its coefficient is positive and hence they predict organizational compliance (R^2= .389, p<.01), indicating that employees with traits of honesty and humility along with continuous commitment and affective commitment for their organization manifest greater amount of organizational compliance in their organization.

III.5 DISCUSSION

The results of the study support the hypothesis that there is a statistically significant correlation between dimensions of organizational commitment and dimensions of organizational citizenship behavior. The statistically significant positive correlation between affective commitment and Altruism (H1) (r=.307, p<0.01) indicates that if employees have positive feelings of identification with the working organization and feels attached and involved with the organization then they show altruistic behavior directed towards other employees and selfless concern for the welfare of the organization. This result is also supported by the regression statistics that affective commitment can make significant prediction of Altruism (R^2=.094, p<.01), i.e., affective commitment of an employee significantly accounts for his altruistic behavior.

The statistically significant positive correlation between continuance commitments and Organizational Compliance (H2) (r=.374, p<0.01) indicates that if employees are committed to the organization because of the positive extrinsic awards then they will show compliance towards their organization and will promote organization's products and services.

The result supports the hypotheses that (H3) there will be a significant positive correlation between Normative Commitment and Altruism (r=.226, p<0.05), (H4) there will be a significant positive correlation between affective commitment and organizational compliance (r=.500, p<0.05) and (H5) there will be a significant positive correlation between continuance Commitment and Altruism (r=.411, p<0.05).

These results are also supported by regression statistics that affective commitment can make significant prediction of organizational compliance (R^2=.250, p<.01) i.e., affective commitment of an employee significantly accounts for his compliance towards his organization's needs and goals. Also that continuance Commitment can make significant prediction of Altruism (R^2=.169, p<0.01), so the employees need for external rewards in the organization and their high investment in the organization significantly account for their Altruistic behavior towards other employees and towards their organization.

The result supports the previous findings by Chen, Z. X. & Francesco, A. M. (2003), Gautam, Dick, Wagner, Upadhyay & Davis (2001), Feather and Rauter (2004) and Yongsoo Kwon (2014) that there is significant positive correlations between affective commitment and Altrusim, affective commitment and organizational compliance and positive correlations of continuance commitment with Altruism and Organizational compliance. Study done by Yongsoo Kwon (2014) on government employees, supports the result that affective commitment is significant predictor of Altruism. This means that employees who identify with their organization, feel themselves emotionally attached to their organization and also those who are committed to their organization because of the positive external rewards and due to their high investment in their organization show high altruistic behaviors such as; voluntary taking additional tasks to improve working conditions of co-workers and protecting organizational resources , and they also depict behavior which boost's organization's image and promotes organization's products and services. So if Affective commitment will be high among employees then they will depict higher Altruistic behavior and compliance for their organization.

The results of the study supports the hypothesis that there is a statistically significant correlation between dimensions of personality and dimensions of organizational citizenship behavior.

The statistically significant positive correlation between extraversion and altruism (r=.225, p<0.05) indicates that employees high on extraversion traits show greater amount of altruistic behavior in organization.

Similarly, significant positive correlation between honesty-humility and Altruism (r=.338, p<0.01), openness to experience and Altruism (r=.213, p<0.05), honesty-Humility and Organizational compliance (r=.252, p<0.05) and organizational compliance and extraversion (r=.282, p<0.01), indicates that employees high on traits of honesty and humility, extraversion and openness to experience depict greater amount of Altruistic behaviors; selflessly doing additional tasks like providing solutions to co-workers, creating healthy workplace environment, follow organizational rules, helping new employees to adjust in the organization, and also show greater amount of organizational compliance like promoting and boosting organization's image, supporting organization and conforming to its goals and needs.

The result of regression statistic also supports that honesty-humility can predict Altruism (R^2=.114, p< 0.01), i.e. traits of sincerity, honesty and loyalty in an employee accounts for his altruistic behavior in the organization.

Further it was observed in the regression statistic result that traits of honesty-humility and extraversion along with continuance commitment predicts the highest amount of Altruism in employees (R^2= .356, p<0.01) which means that employees who are high on traits of honesty-humility and extraversion and their commitment of their organization is based on positive external rewards have highest chance of depicting altruistic behavior in their organization then with employees with any other personality traits and any other type of commitment for their organization.

Meta-analysis by Chiaburu et al. (2011) supports the result that extraversion is one of the strongest predictor of OCB (Altruism). Although findings of meta-analyses by Podsakoff et al. (2000), and Borman et al. (2001) which revealed conscientiousness as the strongest predictor of OCB did not support our result as there is no significant relationship between Conscientiousness and any of the factors of OCB. Study done by AP Singh and AK Singh (2009) on 188 front level managers in Varanasi supports the result that extraversion and openness to experience dimensions of personality is significantly positively correlated to Altruism.

The result of 2x2 Analysis of variance showed that that there is a statistically significant effect of sector on honesty and humility of employees, $F (1,116) = 15.231$, p=.014, which means that employees in the private and public sector show a difference in the amount of traits of sincerity, fairness and honesty.

Also, 2x2 ANOVA showed that there is a statistically significant effect of Gender on loyal behavior of employees, $F (1,116) = 1.29$, p=.033, which means that employees of different gender show a difference in depicting loyalty towards their organization .There is a difference in males and female employees in showing the amount of loyalty towards their organization.

Also, there is a statistically significant effect of Gender on normative commitment of employees, $F_{(1,116)} = 1.58$, p=.042, which means gender effects the way employees show normative commitment towards their organization. Thus, male and female employees shows difference in their sense of duty and obligation towards their organization.

Employees who are sincere, loyal and honest in their personality traits and feel attached to their organization, identify with it and view their personal employment relationship as congruent to the goals and values of the organization show or act altruistically in their organization, they voluntarily take additional tasks which are outside their job requirement to improve the working conditions of the organization, to save its resources, they selflessly care about their co-workers, help them in adjusting in new environment, all these contributes to group efficiency which ultimately profits the environment. Organizational citizenship behavior is performed by employees not only because it expresses a valued principle (eg organizational fairness) or because it is calculative (eg impression management) but also it is appropriate and reutilized in a social system of interlocked roles and positions (Cyert and March,1963).

Role of personality factors and organizational commitment is important in understanding organizational citizenship behavior. In the banking area, an employee who behaves like a good citizen within the organization is one that goes beyond ordinary expectations and finds ways to solve customer problems. Employees who display these characteristics make additional contributions than the required ones. This behavior is spontaneous, occurring without expecting reward later and is the result of a personal decision, and employee demonstrating organizational citizenship behavior is a good soldier who contributes to the effectiveness of the organization (Organ,1988). Thus, this citizenship behavior is influenced or predicted by enduring personal characteristics of an employee i.e. employee's personality traits along with the level of commitment or loyalty employee has towards its organization. Emotional attachment and identification with the organization along with employee's traits of honesty and fairness plays an important role in depicting citizenship behavior. Organizations have to take care of all the needs of its employee so as the employee feel secure and not lose his enthusiasm and commitment. This will definitely help the employee to display Citizenship behavior. Moreover, these extra role behaviors are required in above said conditions and will be instrumental in the performance of the Organization.

The present study suggests that some employees, because of who they are, and what they think and feel about their organization would be more likely to show Altruistic behavior in their organization. Hence, it is important to understand and evaluate all these factors which contribute to the effective functioning of the organization and its employees.

III.6 Limitations and Recommendations for Future Researches:

The present study has some potential limitations. First, the measures were self-report and this increases the chances of social desirability, also a good measure of organizational commitment in Indian context is also missing, which may have provided with a deeper insight. Secondly, the sample size was quite small, larger sample size will provide more confidence in the results and thereof, reliable generalization. In addition to the quantitative approach used in the present study, a qualitative approach would provide a deeper insight into the various variables that may also play an important role in predicting citizenship behavior in Indian context. The scope of understanding the role of personality factors in citizenship behavior is not only limited to organization, so its implications can be studied in other domains as well. Finally, a study mediating the role of organizational commitment in understanding the relationship between personality factors and organizational citizenship behavior can be conducted to understand various variables and their role and interaction which may give us a more holistic understanding in the working of citizenship behavior. Further researches on these phenomena will only add valuable findings to the literature of organizational citizenship behavior.

IV REFERENCES

Allen, N. J. & Meyer, J. P. (1990). The measurement and antecedents of affective, continuance and normative commitment to the organization. Journal of Occupational Psychology, 63, 1-18.

Alotaibi, A.G. (2001), "Antecedents of organizational citizenship behavior: a study of public personnel in Kuwait", Public Personnel Management, Vol. 30 No. 3, pp. 363-376.

Aslan, S. (2008). The investigation of relation between organizational citizenship behavior with organizational commitment and professional commitment. Journal of Management and Economics, 15(2), 163-178.

Becker H (1960), "Notes on the Concept of Commitment", American Journal of Sociology, Vol. 66, pp. 32-42.

Boyle, B.A. (1997). A multi-dimensional perspective on salesperson commitment. Journal of Business and Industrial Marketing, 12, 354.

Bragger, J. D., Srednicki, O., Kutcher, E.J., Indovino, L. & Rosner, E. (2005). Work-family Conflict, Work-family Culture, and Organizational Citizenship Behavior Among Teachers. Journal of Business and Psychology, 20, 303-324.

Cohen, J. (1988), Statistical Power Analysis for the Behavioural Sciences, 2nd ed., Erlbaum, L. and Associates, Hillsdale, NJ.

Feather, N.T. & Rauter, K.A. (2004). Organizational citizenship behaviors in relation to job status, job insecurity, organizational commitment and identification, job satisfaction and work values. Journal of Occupational and Organizational Psychology, 77, 81-94.

Gautam, T., Dick, R., Wagner, U., Upadhyay, N. & Davis, A. (2001) Organizational citizenship behavior and Organizational commitment in Nepal, Asian Journal of Social Psychology, 4, 239 – 248.

Katz, D. and Kahn, L. (1978), The Social Psychology of Organizations, Wiley, New York, NY.

Mathieu, J.E. and Zajac, D.M. (1990), "A review and meta-analysis of the antecedents, correlates, and consequences of organizational commitment", Psychological Bulletin, Vol. 108 No. 2, pp. 171-194.

Meyer, J. and Allen, N. (1991), "A three-component conceptualization of organizational commitment", Human Resource Management Review, Vol. l No. 1, pp. 61-98.

Muchinsky, P. (2007), Psychology Applied to Work, Thomson International, Bakersfield, CA.

Organ, Dennis W. (1988) Organizational Citizenship Behavior: The Good Soldier Syndrome. Lexington, MA: Lexington Books.

Podsakoff, P. M., MacKenzie, S. B., Moorman, R. H., & Fetter, R. 1990. Transformational leader behaviors and their effects on followers' trust in leader, satisfaction, and organizational citizenship behaviors. Leadership Quarterly, 1: 107–142.

Smith, C.A., Organ, D.W. & Near, J.P. (1983). Organizational citizenship behavior: Its nature and antecedents. Journal of Applied Psychology, 68: 653-663.

V. APPENDIX

V.1 APPENDIX A:

A three- component Organizational Commitment Questionnaire By Natalie Allen and John Meyer:

Strongly Disagree	Moderately Disagree	Slightly Disagree	Neither Disagree nor Agree	Slightly Agree	Moderately Agree	Strongly Agree
1	2	3	4	5	6	7

Affective Commitment Scale Items:

1.   I would be very happy to spend the rest of my career with this organization._____

2.   I enjoy discussing about my organization with people outside it._____

3.   I really feel as if this organization's problems are my own._____

4.   I think that I could easily become as attached to another organization as I am to this one._____(R)

5.   I do not feel like 'part of the family' at my organization._____(R)

6.   I do not feel 'emotionally attached' to this organization._____(R)

7.   This organization has a great deal of personal meaning for me._____

8.   I do not feel a 'strong' sense of belonging to my organization._____(R)

Continuance Commitment Scale Items:
9.   I am not afraid of what might happen if I quit my job without having another one lined up._____(R)
10.   It would be very hard for me to leave my organization right now, even if I wanted to._____
11.   Too much in my life would be disrupted if I decided to leave my organization now._____

12. It wouldn't be too costly for me to leave my organization now._____(R)
13. Right now, staying with my organization is a matter of necessity as much as desire._____
14. I feel that I have very few options to consider leaving this organization._____(R)
15. One of the few serious consequences of leaving this organization would be the scarcity of available alternatives._____
16. One of the major reasons I continue to work for this organization is that leaving would require considerable personal sacrifice-another organization may not match the overall benefits I have here._____

Normative Commitment Scale items:
17. I think that people these days move from company to company too often._____
18. I do not believe that a person must always be loyal to his or her organization._____(R)
19. Jumping from organization to organization does not seem at all unethical to me._____(R)
20. One of the major reasons I continue to work in this organization is that I believe loyalty is important and therefore feel a sense of moral obligation to remain._____
21. If I got another offer for a better job elsewhere I would not feel it was right to leave my organization._____
22. I was taught to believe in the value of remaining loyal to one organization._____
23. Things were better in the days when people stayed in one organization for most of their careers._____
24. I do not think that to be a 'company man' or 'company woman' is sensible anymore._____(R)

V.2 APPENDIX B

A scale for measuring Organizational Citizenship behavior by Dr. Vivek Sharma and Dr. Sangeeta Jain.

Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1	2	3	4	5

1. I create healthy and cheerful atmosphere at workplace._____
2. I listen to co-workers problems and try to suggest solutions._____

3.   I try to improve the working conditions._____
4.   I volunteer to take additional tasks, not part of work._____
5.   I spread goodwill in the organization._____
6.   I help co-workers when required._____
7.   I give constructive suggestions for improvement._____
8.   I do not complain about insignificant things at workplace._____
9.   I am enthusiastic about my job._____
10. I am enthusiastic about my co-workers'' welfare._____
11. I self-develop myself as per the changes taking place._____
12. I help subordinates to develop required skills._____
13. I put extra effort on my job._____
14. I take feedback from my Co-workers and superiors._____
15. I use cheaper resources during tours to save organizational resources._____
16. I oppose favoritism in the organization._____
17. I encourage family member to patronize our organization._____
18. I to boost my organization's image._____
19. I promote my organization's products and services._____
20. I project a good image of my organization to the people._____
21. I praise the working conditions of my organization._____
22. I provide suggestions to co-workers related to their work._____
23. I encourage co-workers to give suggestions for improving our productivity/efficiency._____
24. I consult my colleagues whenever possible._____
25. I follow my organization's rules even when not watched._____
26. I welcome good change without resistance._____
27. I take initiative for new assignments._____
28. I help new employees adjust in new working environment._____
29. I do not take personal credit for teamwork._____
30. I protect the organizational resources._____
31. My actions are such that they do not create problems for coworkers or hurt them._____
32. I switch off / close the tap, without waiting peon to come._____
33. I am ready to buy shares of my company at market price._____
34. I am ready to send my children in this company._____
35. I emotionally blackmail my co-workers for desirable results._____(R)
36. I always feel that my company is best in industry to work for._____

Items measuring Altruism: 1,2,3,4,5,6,,7,9,10,11,12,23,24,25,26,27,28,29,30,31,32,35(R).
Items measuring Organizational Compliance: 18, 19,20,21,22.
Items measuring Sportsmanship: 8, 13, 14,15,16,17.
Items measuring Loyalty: 33, 34, 36.

V.3 APPENDIX C:

HEXACO–60

1. I would be quite bored by a visit to an art gallery.
2. I plan ahead and organize things, to avoid scrambling at the last minute.
3. I rarely hold a grudge, even against people who have badly wronged me.
4. I feel reasonably satisfied with myself overall.
5. I would feel afraid if I had to travel in bad weather conditions.
6. I wouldn't use flattery to get a raise or promotion at work, even if I thought it would succeed.
7. I'm interested in learning about the history and politics of other countries.
8. I often push myself very hard when trying to achieve a goal.
9. People sometimes tell me that I am too critical of others.
10. I rarely express my opinions in group meetings.
11. I sometimes can't help worrying about little things.
12. If I knew that I could never get caught, I would be willing to steal a million dollars.
13. I would enjoy creating a work of art, such as a novel, a song, or a painting.
14. When working on something, I don't pay much attention to small details.
15. People sometimes tell me that I'm too stubborn.
16. I prefer jobs that involve active social interaction to those that involve working alone.
17. When I suffer from a painful experience, I need someone to make me feel comfortable.
18. Having a lot of money is not especially important to me.
19. I think that paying attention to radical ideas is a waste of time.
20. I make decisions based on the feeling of the moment rather than on careful thought.
21. People think of me as someone who has a quick temper.
22. On most days, I feel cheerful and optimistic.
23. I feel like crying when I see other people crying.
24. I think that I am entitled to more respect than the average person is.
25. If I had the opportunity, I would like to attend a classical music concert.
26. When working, I sometimes have difficulties due to being disorganized.
27. My attitude toward people who have treated me badly is "forgive and forget."
28. I feel that I am an unpopular person.
29. When it comes to physical danger, I am very fearful.
30. If I want something from someone, I will laugh at that person's worst jokes.
31. I've never really enjoyed looking through an encyclopedia.
32. I do only the minimum amount of work needed to get by.
33. I tend to be lenient in judging other people.
34. In social situations, I'm usually the one who makes the first move.
35. I worry a lot less than most people do.

36. I would never accept a bribe, even if it were very large.
37. People have often told me that I have a good imagination.
38. I always try to be accurate in my work, even at the expense of time.
39. I am usually quite flexible in my opinions when people disagree with me.
40. The first thing that I always do in a new place is to make friends.
41. I can handle difficult situations without needing emotional support from anyone else.
42. I would get a lot of pleasure from owning expensive luxury goods.
43. I like people who have unconventional views.
44. I make a lot of mistakes because I don't think before I act.
45. Most people tend to get angry more quickly than I do.
46. Most people are more upbeat and dynamic than I generally am.
47. I feel strong emotions when someone close to me is going away for a long time.
48. I want people to know that I am an important person of high status.
49. I don't think of myself as the artistic or creative type.
50. People often call me a perfectionist.
51. Even when people make a lot of mistakes, I rarely say anything negative.
52. I sometimes feel that I am a worthless person.
53. Even in an emergency I wouldn't feel like panicking.
54. I wouldn't pretend to like someone just to get that person to do favors for me.
55. I find it boring to discuss philosophy.
56. I prefer to do whatever comes to mind, rather than stick to a plan.
57. When people tell me that I'm wrong, my first reaction is to argue with them.
58. When I'm in a group of people, I'm often the one who speaks on behalf of the group.
59. I remain unemotional even in situations where most people get very sentimental.
60. I'd be tempted to use counterfeit money, if I were sure I could get away with it.

Scoring of HEXACO–60 Scales (see Table 1 for Facet-Level Scales):
Honesty-Humility: 6, 12R, 18, 24R, 30R, 36, 42R, 48R, 54, 60R
Emotionality: 5, 11, 17, 23, 29, 35R, 41R, 47, 53R, 59R
Extraversion: 4, 10R, 16, 22, 28R, 34, 40, 46R, 52R, 58
Agreeableness (versus Anger): 3, 9R, 15R, 21R, 27, 33, 39, 45, 51, 57R
Conscientiousness: 2, 8, 14R, 20R, 26R, 32R, 38, 44R, 50, 56R
Openness to Experience: 1R, 7, 13, 19R, 25, 31R, 37, 43, 49R, 55R
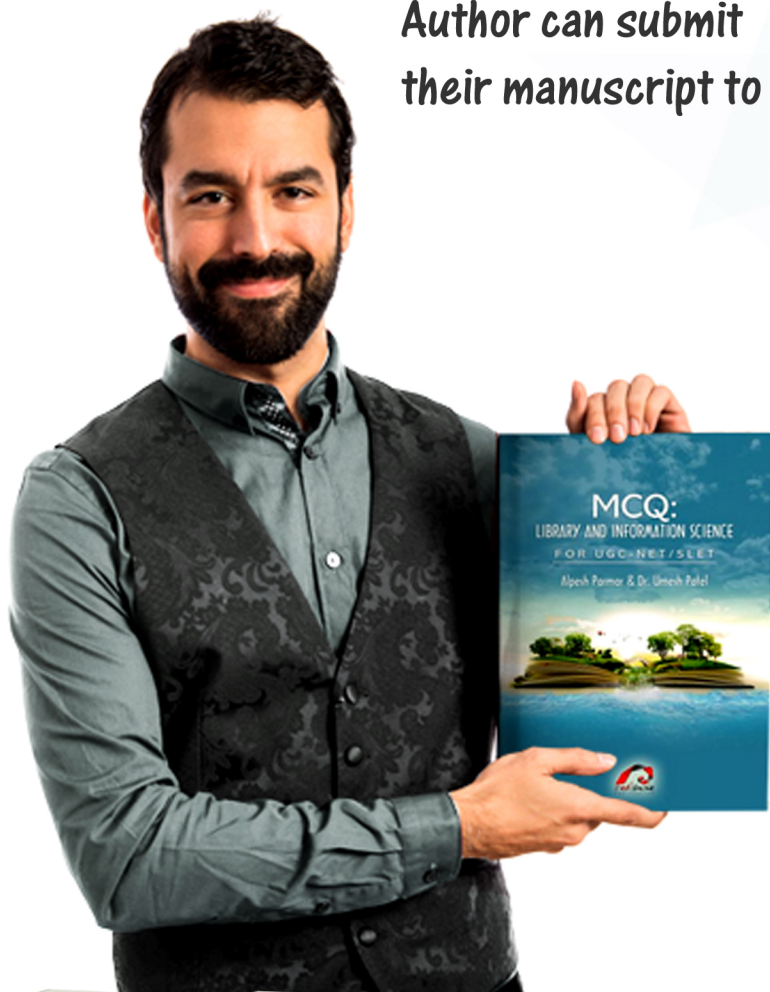 (R indicates reverse-scored item.)

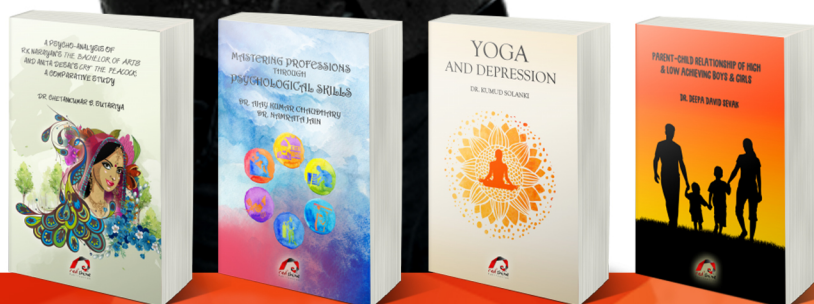# Publish your book for Free!, Publish in just few steps...

Easily Publish Books, Textbooks, Course materials, Clinical Assessments, Psychological Scales and Tests, Research Thesis. Sell your work on REDSHINE or buy the books you need immediately.

Author can submit their manuscript to

https://bit.ly/redshine

MCQ:
LIBRARY AND INFORMATION SCIENCE
FOR UGC-NET/SLET
Alpesh Parmar & Dr. Umesh Patel

✓ Premium Book Cover Design
✓ Inner Design
✓ ISBN
✓ DIP
✓ Industrial Book Dimensions
✓ Paperback & Hard Cover Binding
✓ Laminate in High Glossy
✓ Proof Reading: Unlimited (Digital)
✓ Indexing in Google and Amazon's all channels or programs

Contact us:

✉ info.redmac@gmail.com
📞 076988 26988
🌐 www.redshine.co.in

Indexed at

Google Scholar | INTERNET ARCHIVE | Google Books | Available on iTunes | GET IT ON Google Play

Published by | Cover page designed by | Website designed by

red'shine Publication | RED'SHINE Studios | .red IT SOLUTION